

Learning & Development – Competency Change, Interaction and Evolution

Universal Competencies and Leadership Competencies build powerful net-works that command and deliver performance in combination with Mission Function Critical and Business Management Competencies.

Competencies are not all mastered at once.

Written communications, for example, change in different jobs, in different roles in organizations, for different purposes, and with different bosses. The 10-page budget proposal and the 1-page public relations release announcing the success of a physics experiment represent two very different applications of a competency that evolves continuously.

Look at DOE's Universal competencies and think about one where you have had to learn brand new skills and had good and bad experiences in new jobs or new stages of your career.

Competency demands change as we take on different challenges at work and at home.

The senior executive and parents of teen age children face different challenges from those of the project team leader or the single, twenty-something enjoying an afternoon at the beach.

Look at DOE's Leadership Competencies and determine for you the highest, most important competency for a father and mother in a family with six children and mom-in-law all living together.

Competencies evolve.

The professional employee's need for Continuous Learning develops knowledges, skills, and motivation to help meet the manager's requirement to Develop Others as well as pursue Continuous Learning for her or himself.

Competencies interact and build upon each other.

Interpersonal Skills and Team Skills are part of the everyday in the workplace. They provide a foundation for Influencing/Negotiating and Partnering at manager and executive levels.

Identify and build upon the strengths in your team.

Mastered competencies are strengths and not all people will enjoy or need to enjoy performing every competency at the highest level. We talk too much sometimes about gaps, deficits, and weaknesses and not enough about the outstanding contributions that

people make in different situations. Build upon strengths and take care the weaknesses do not distract you from reaching your goals.